

# **BUSINESS RESULTS**

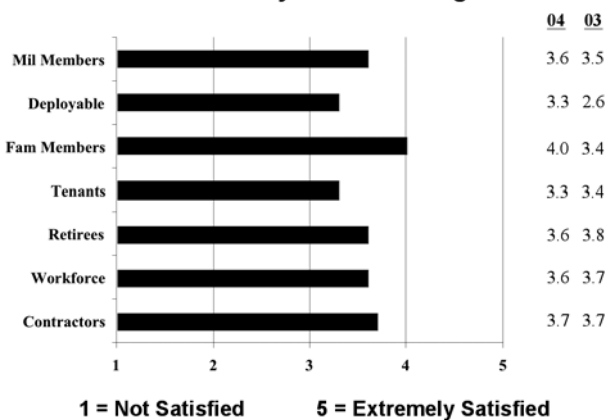
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Fort Detrick continues to develop effective and accurate performance metrics. The results have been integrated into our PMR. Our goal is to identify more DOD and industry benchmarks to use in evaluating our performance levels.

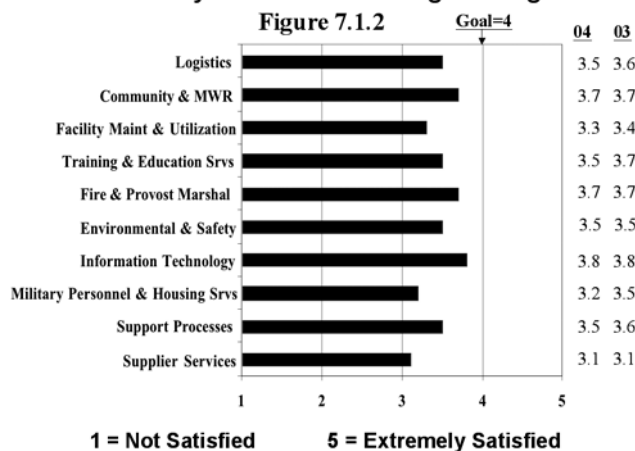
**7.1** Fort Detrick demonstrates positive trends in its major customer satisfaction measures. The following charts and graphs reflect the direct result of our increased focus on quality, including a sharper customer focus, more awareness of performance measures, and a determination to manage by fact. The results in Figure 7.1.4 were obtained from the annual Installation-wide survey. Figure 7.1.5 shows employee opinions on customer service from a 2003 survey.

Most of the dissatisfaction was related to retail operations. It is no surprise that there were a large number of concerns with the Post Exchange and Commissary due to their small size and limited selections. Completion of a new Post Exchange (November 2004) and Commissary (November 2005) should greatly mitigate dissatisfaction in these two areas. Indicators of low satisfaction in other areas reflect our employees' focus on job retention during a recent out-sourcing study. These indicators should show improvement now that the study and reduction-in-force actions have been completed.

**Figure 7.1.1**  
**Satisfaction by Customer Segment**



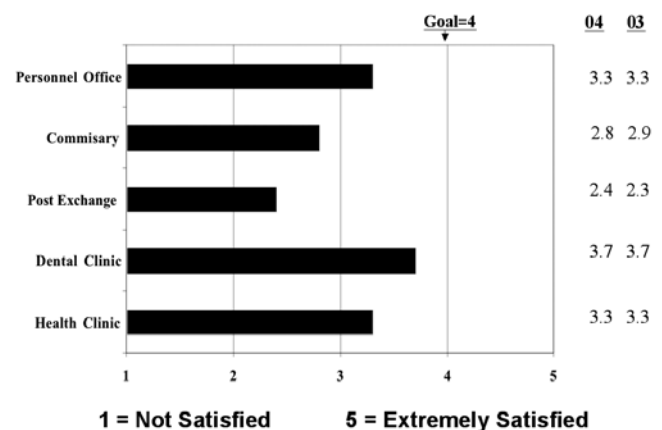
**Satisfaction by Service Area / Program Segment**



**Figure 7.1.3**  
**Garrison Customer Comment Cards**



**Figure 7.1.4**  
**Customer Satisfaction - Supplier Services**



**Excerpt – 2003 Employee Climate Survey**  
(Sum of percent of neutral, agree and strongly-agree responses).

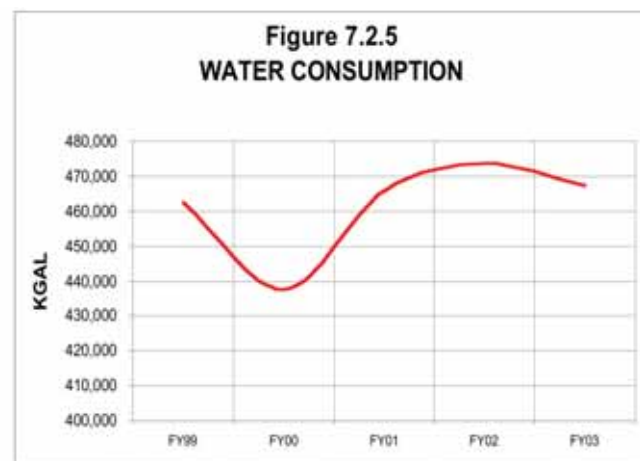
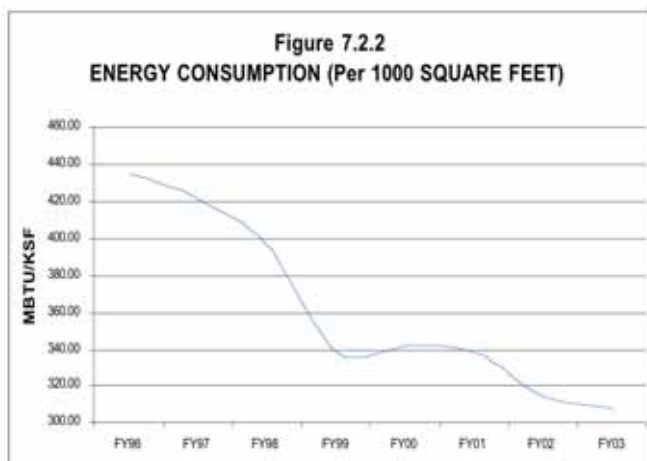
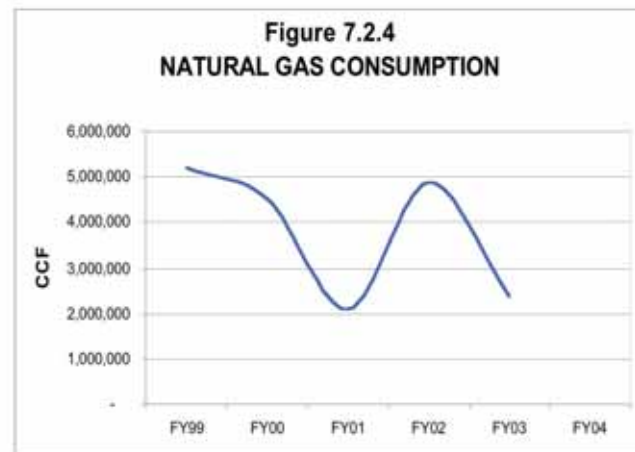
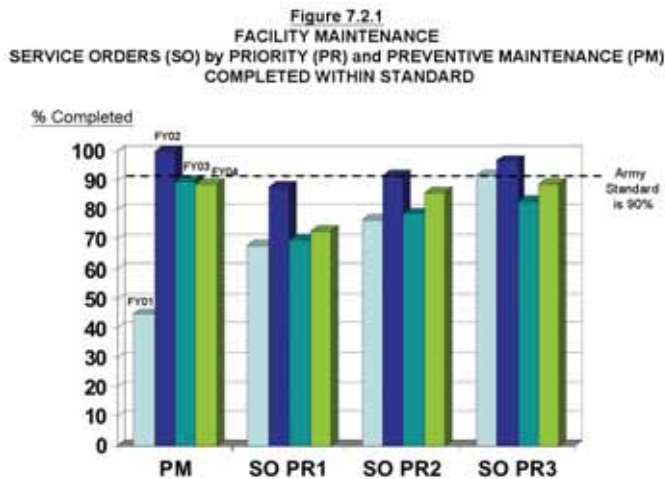
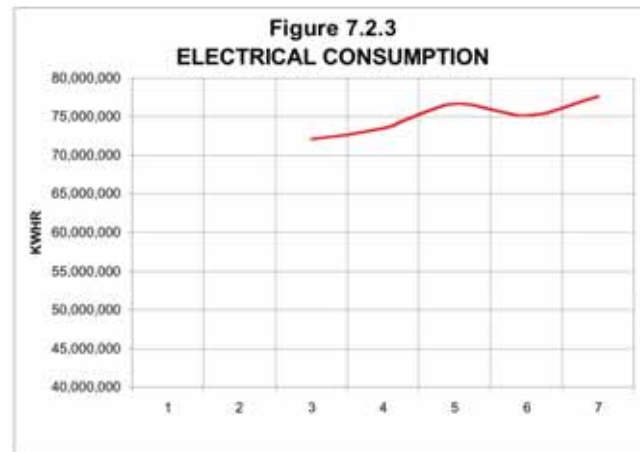
My customers are satisfied with my work.	97.50%
I know who my most important customers are.	95.00%
I keep in touch with my customers.	97.50%
My customers tell me what they need and want.	95.80%
I ask if my customers are satisfied or dissatisfied with my work.	90.80%
I am allowed to make decisions to solve problems for my customers.	89.20%

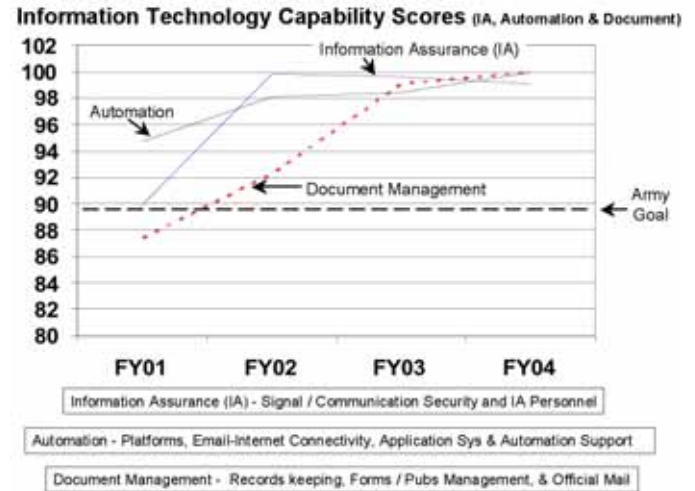
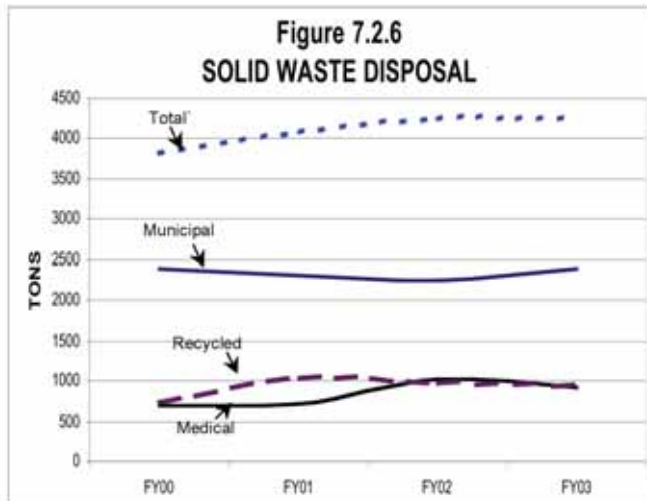
7.2 Critical process results are summarized in the charts at Figures 7.2.1 through 7.2.10. These charts reflect the operational effectiveness and performance results necessary to successfully meet the demands of our customers.

The backlog of service orders has been reduced and cycle time continues to show improvement. The determining factor of response time is in direct relation to the priority of the calls received (Figure 7.2.1).

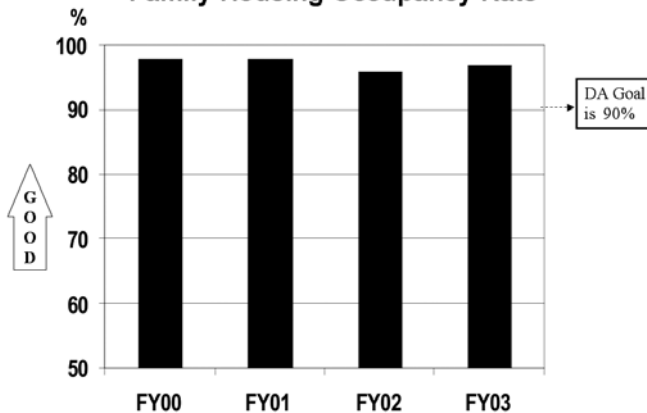
Through energy awareness and high efficiency equipment, the trend is a reduction in utility and energy costs despite increased demand and higher prices (Figures 7.2.2 through 7.2.6).

All services under our DOIM continue to exceed DA goals (Figures 7.2.8 and 7.2.9).





**Figure 7.2.7**  
**Family Housing Occupancy Rate**

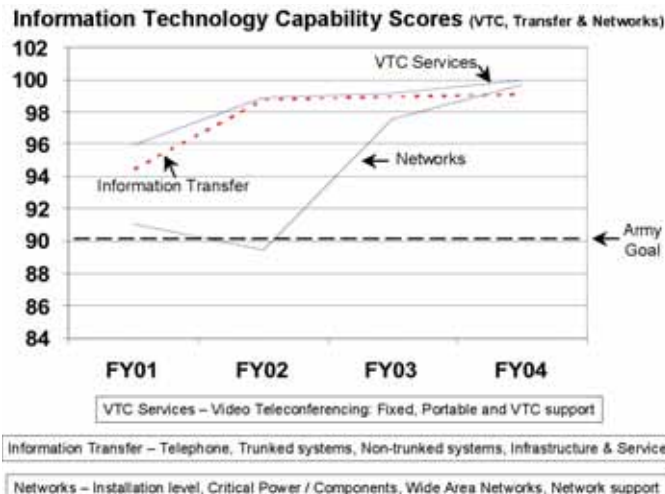


**7.3** Some vendors refused to do business with us because of late payments. Beginning in FY00, this situation was reversed and our disbursements for interest penalties on late payments have continually dropped. This success is directly attributed to the teamwork of several key organizations. (DFAS, USAMRAA, DIS and RM) (See Figure 7.3.1).

By expanding our reimbursable customer base and maintaining existing customers, we are able to rely less on direct funding from Army appropriations (see Figure 7.3.2).

With the improvement of Fort Detrick's NAF management, more funds became available to support our local soldier programs as well as help to fund Army-wide MWR improvement projects. Our MWR Division continues to monitor costs and expenses to maintain strong cash flow and income levels (Figures 7.3.3 through 7.3.5).

We have a vigorous recycling program with a goal to surpass \$70,000 in annual revenue (Figure 7.3.7). The program will reduce environmental impact by limiting the waste stream into, and thus expanding the life of, our landfill.



**Figure 7.3.1**  
**Vendor Pay - Interest Penalty (U.S. Prompt Payment Act)**

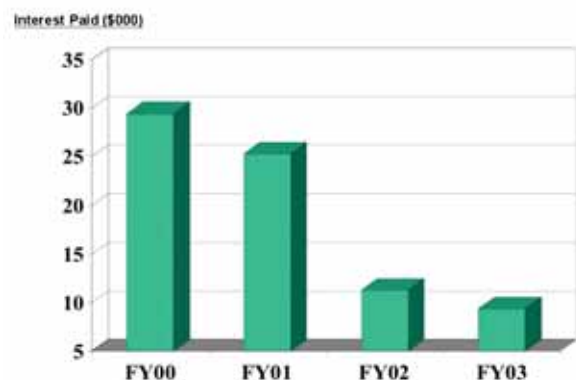


Figure 7.3.2  
Percent - Garrison Reimbursable Funding

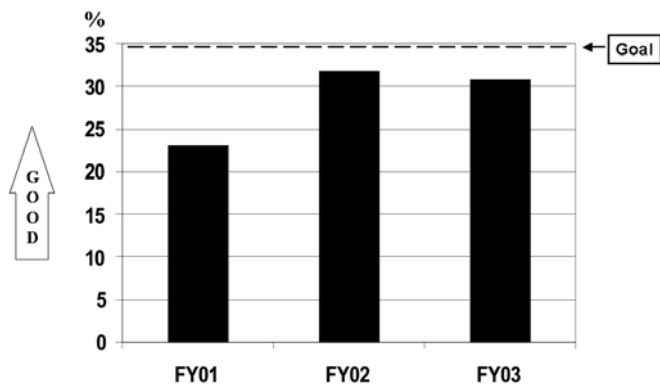


Figure 7.3.5  
Morale Welfare and Recreation  
Net Income Before Depreciation

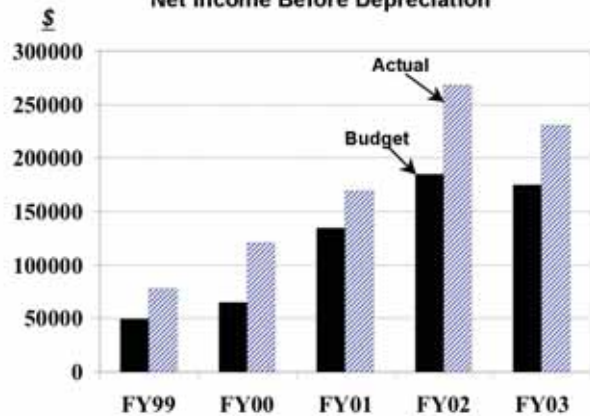


Figure 7.3.3  
Morale Welfare and Recreation- Auto Service Center  
Mechanic Labor Rate Versus Local Competition

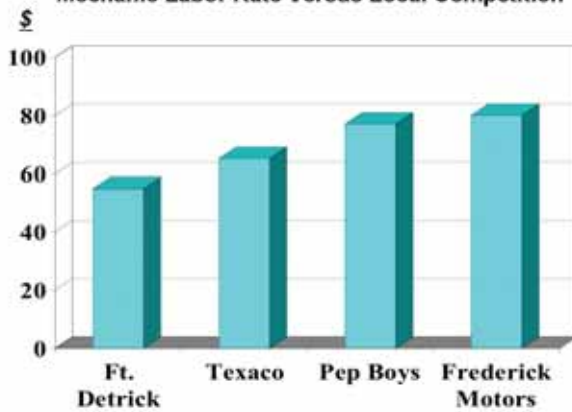


Figure 7.3.6  
Environmental Funding

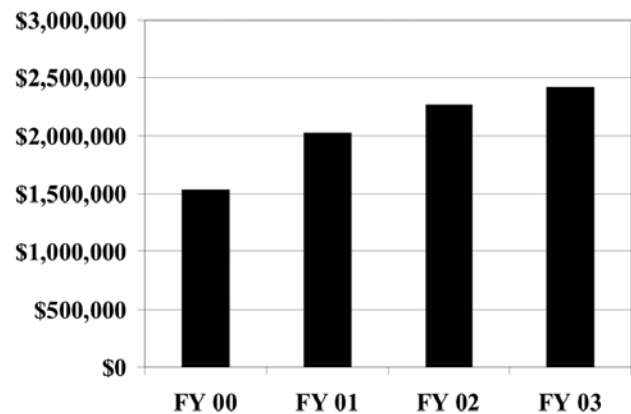


Figure 7.3.4  
Morale Welfare and Recreation  
Cash To Debt Ratio

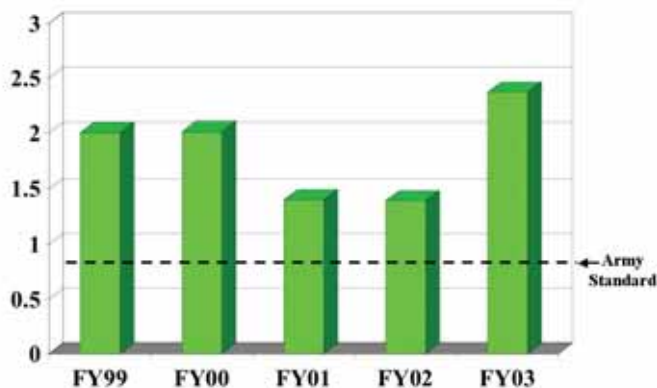
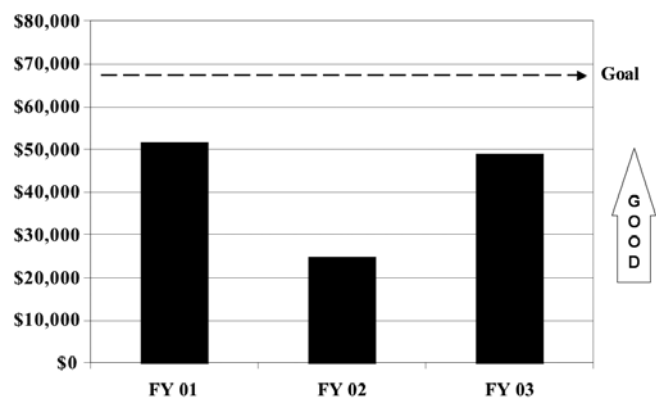
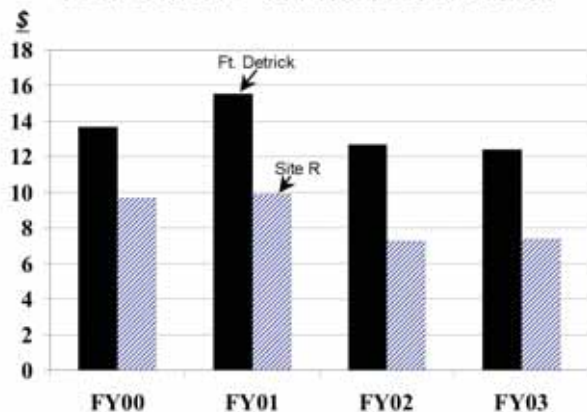


Figure 7.3.7  
Revenues Generated from Sale of Recyclables





**Figure 7.3.8**  
**FOOD SERVICES – ANNUAL COST PER MEAL**



**7.4** Indicators of employee satisfaction show continued improvement, despite some negative responses related to a recent out-sourcing study. Specific results are described below:

Leadership reviews savings from management studies (Figure 7.4.1) to track work system performance as well as our progression towards more efficient organization.

Our Health Clinic, Substance Abuse Program, Family Advocacy Program, Provost Marshal and related support processes employ proactive approaches to prevent, control and mitigate abuse and crimes (Figures 7.4.2, 7.4.3, 7.4.13).

As required by regulation, random urinalysis and substance abuse testing is conducted on military and civilian personnel. The percent of negative results remains high (Figures 7.4.4 and 7.4.5).

We continue to focus on military and civilian training needs and career development (Figures 7.4.6 through 7.4.10). On the negative trends on Figures 7.4.9 and 7.4.10, from FY 2002-2003 the DCTEE experienced 100 percent turnover as all 3 permanent hire employees who managed civilian training accepted new positions outside of the organization. Secondary to the personnel loss in the civilian training arena, other DCTEE functions experienced almost a 100 percent turnover.

We influence morale and well-being by formally recognizing employee contributions. Because of personnel constraints, the trend reflects a transition to performance and on-the-spot cash awards (Figure 7.4.12).

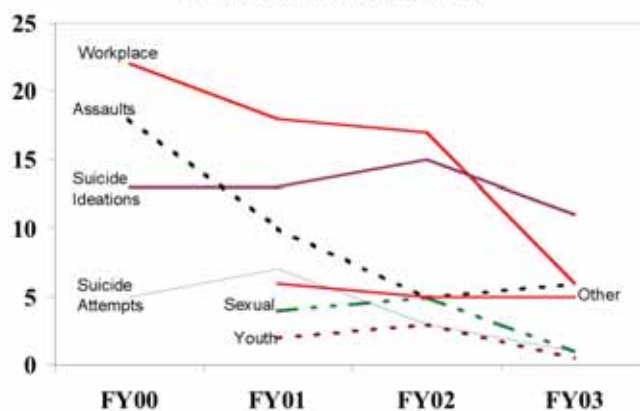
When benchmarked against Army survey results, USAG employee satisfaction levels were equal to or higher than the overall Army-wide employee satisfaction rate (Figure 7.4.14).

**Figure 7.4.1**

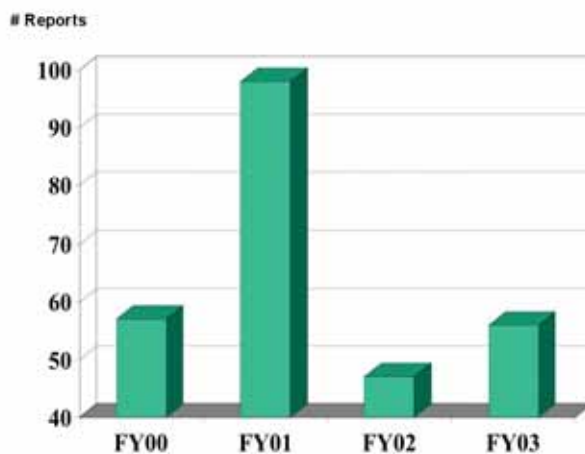
**Savings – Efficiency Studies / Positions reviewed:**

	FY00 Baseline	FY03 Total	Savings	Savings %
# of Positions	266	194	72	27%

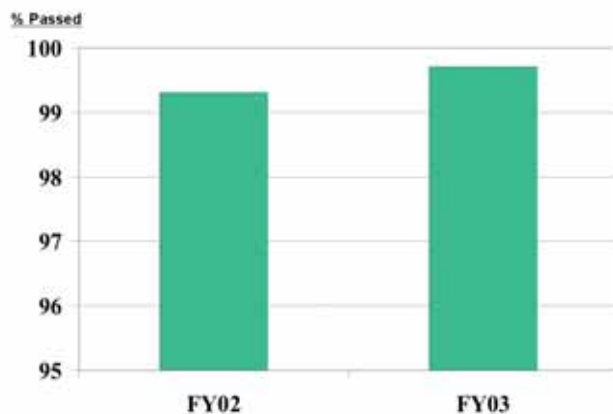
**Figure 7.4.2**  
**Number of Violent Incidents**



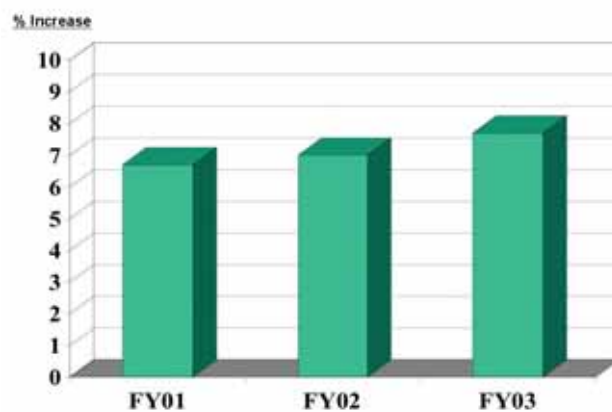
**Figure 7.4.3**  
**Family Advocacy – Reports of Family Violence**



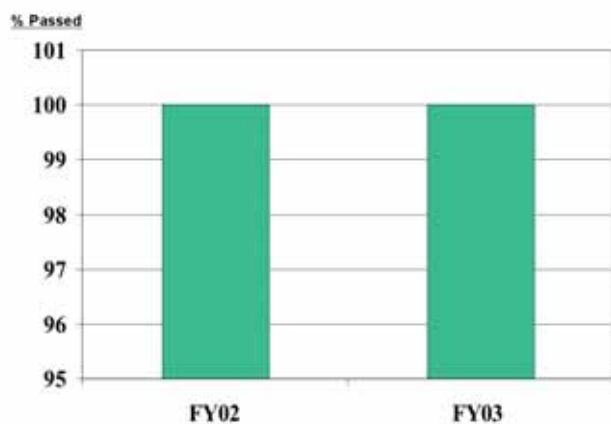
**Figure 7.4.4**  
Alcohol: Urinalysis – Percent Passed



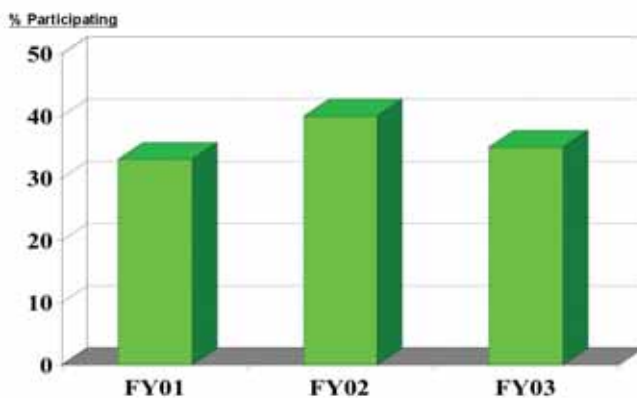
**Figure 7.4.7**  
Military Percentage Increase in Education Level



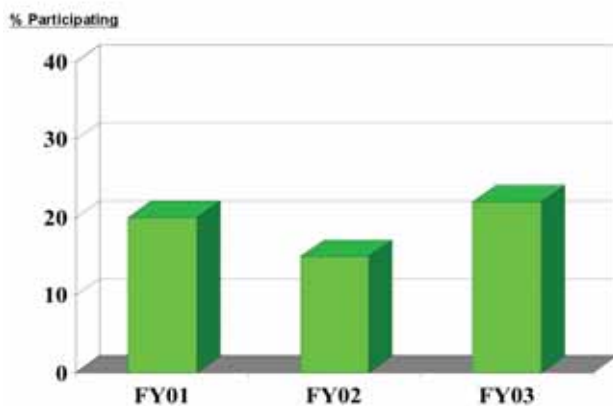
**Figure 7.4.5**  
Substance Abuse – Percent Passed



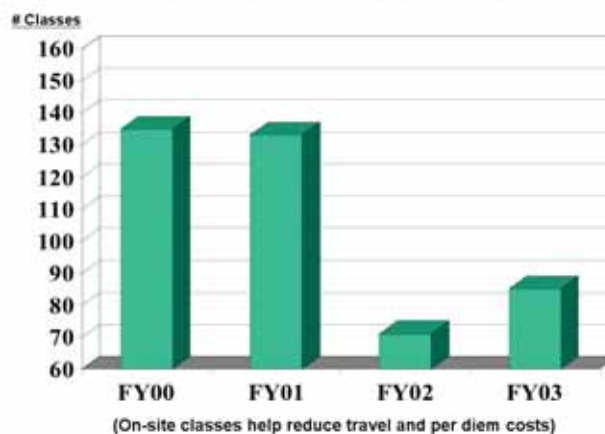
**Figure 7.4.8**  
Defense Activity for Non-traditional Educational Support (DANTES) Academic Testing Participation Rate



**Figure 7.4.6**  
Military On-Duty Basic Skills Program Participation Rate

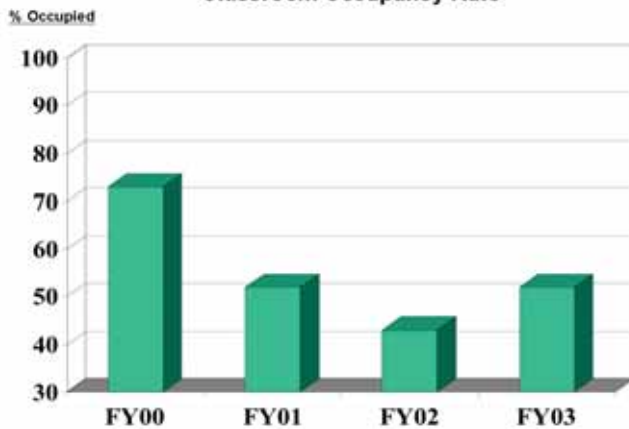


**Figure 7.4.9**  
Number of On-Site Training Classes

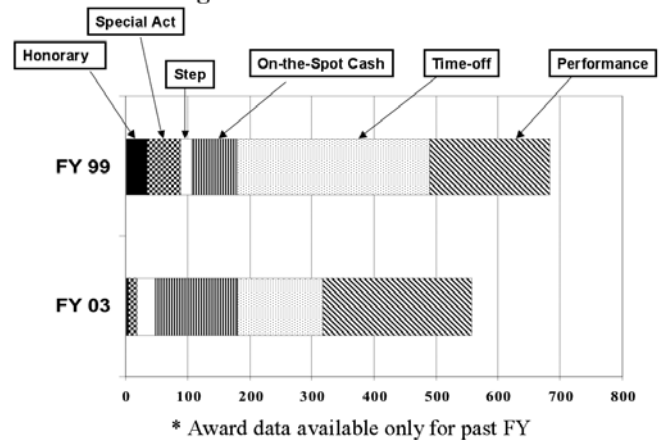




**Figure 7.4.10**  
Classroom Occupancy Rate



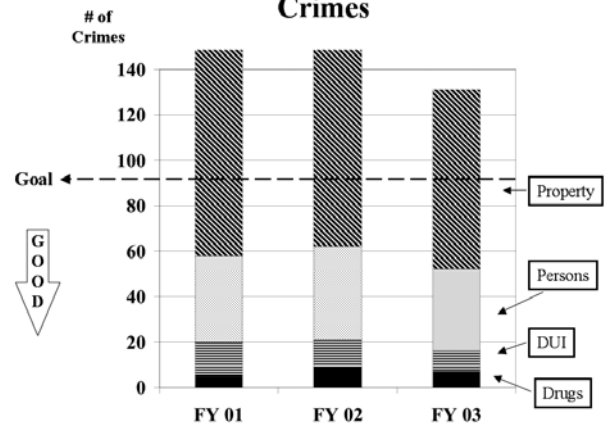
**Figure 7.4.12**  
Recognition and Awards – Civilian \*



**Figure 7.4.11**  
\* Donated Leave Hours - Fort Detrick



**Figure 7.4.13**  
Crimes



**FIGURE 7.4.14**  
2003 Employee Climate Survey

Employee - 3 Most Favorable Items		
FORT DETRICK	MEDCOM	ARMY
# 28 – I feel free to go to my supervisor with questions or problems about my work	#14 – My job makes use of my abilities	# 28 – I feel free to go to my supervisor with questions or problems about my work
# 27 – My supervisor is competent in handling the technical parts of job of his/her job	# 28 – I feel free to go to my supervisor with questions or problems about my work	# 27 – My supervisor is competent in handling the technical parts of job of his/her job
# 14 – My job makes good use of my abilities	# 27 – My supervisor is competent in handling the technical parts of job of his/her job	# 14 – My job makes good use of my abilities

Employee - 3 Most Unfavorable Items		
FORT DETRICK	MEDCOM	ARMY
# 36 – When promotions are made at this installation the best qualified are selected	# 38 – I am satisfied with the processes used to fill vacancies at this installation	# 38 – I am satisfied with the processes used to fill vacancies at this installation
# 38 – I am satisfied with the processes used to fill vacancies at this installation	# 36 – When promotions are made at this installation the best qualified are selected	# 36 – When promotions are made at this installation the best qualified are selected
# 37 – Employees at this installation are treated fairly with regard to job placement and promotions	# 37 – Employees at this installation are treated fairly with regard to job placement and promotions	# 37 – Employees at this installation are treated fairly with regard to job placement and promotions

**7.5** Our organizational goals are summarized in the following charts at Figures 7.5.1 through 7.5.8. These charts reflect key measures and performance results required to successfully meet the demands of our mission.

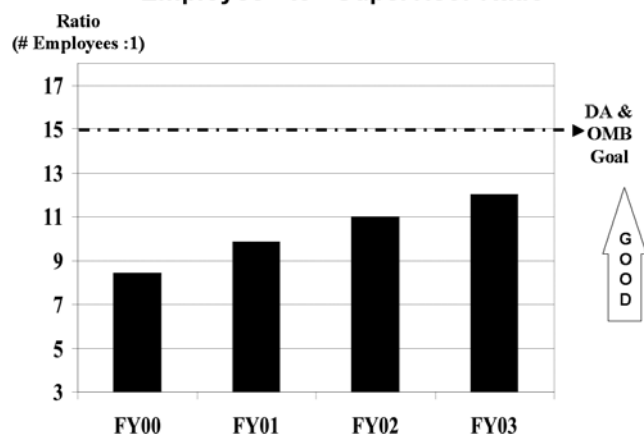
Employee-to-Supervisor Ratio (Figure 7.5.1). We review this metric to track supervisory layering as well as our progression towards a more efficient organization.

Our IM/IT customer help desk and technical support staff are best in class (Army-wide) and continually exceed all standards (Figures 7.5.3 and 7.5.5).

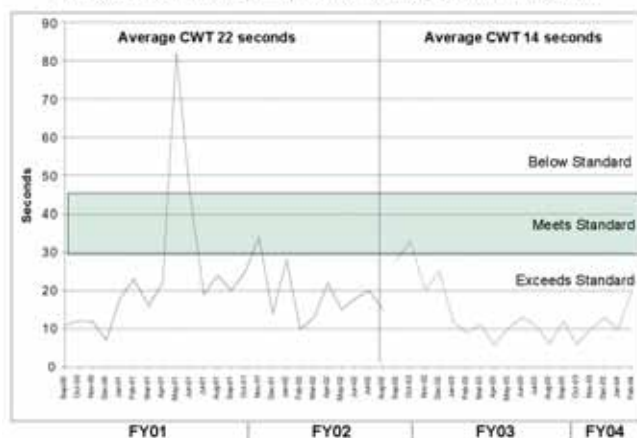
We have exceeded the DA goal for processing large claims. Our small claim cycle time is often affected by incomplete documentation provided by clients. The time required to re-contact the claimant and obtain additional information adds to the total processing time (Figure 7.5.4).

To effectively accomplish our mission, we need human resources available in a timely manner. CPAC as a supplier is a critical partner in keeping our hire lag at minimum levels (Figure 7.5.7).

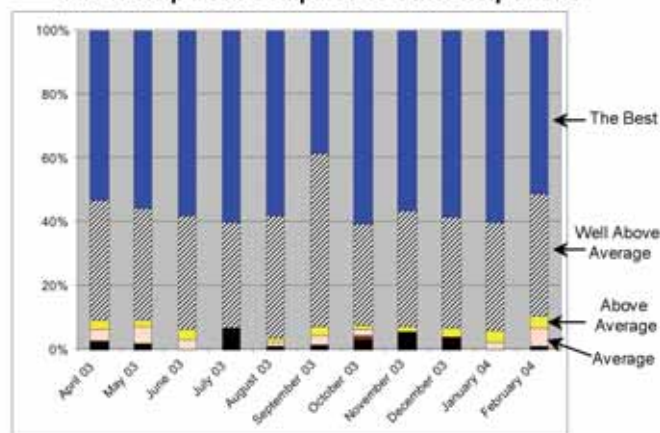
**7.5.1**  
**Employee - to - Supervisor Ratio**



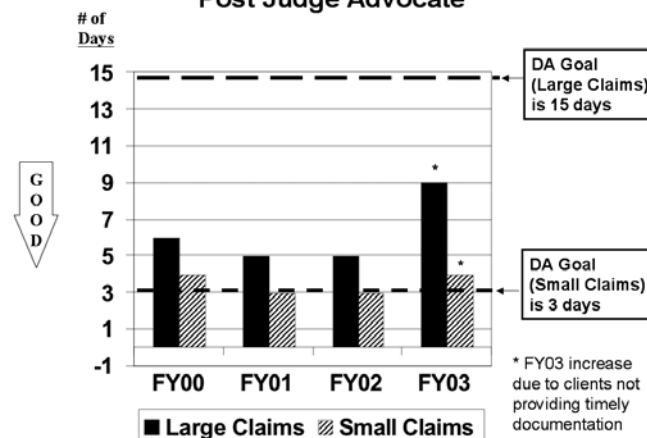
**Figure 7.5.2**  
**Customer Wait Time (CWT) – Initial Contact on IM / IT Problem**



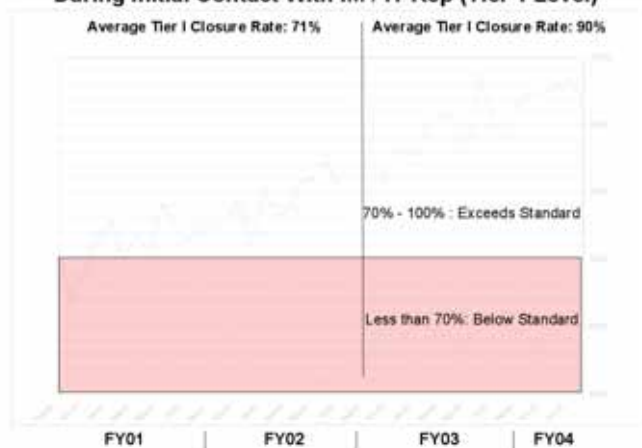
**Figure 7.5.3**  
**IM / IT Help Desk Compared to Other Help Desks**



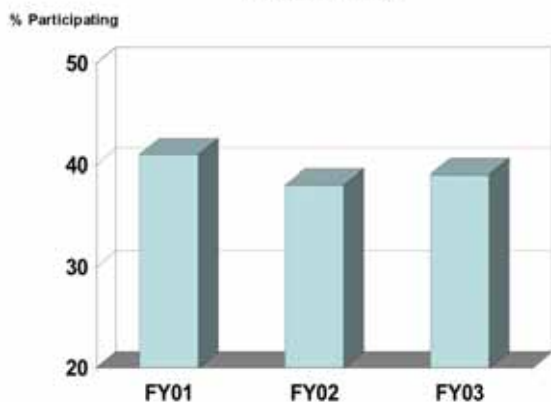
**Figure 7.5.4 Claims Processing**  
**Post Judge Advocate**



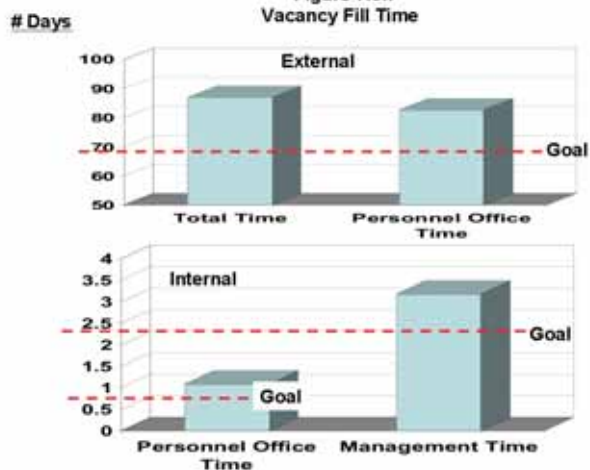
**Figure 7.5.5 - Percent of Customer Problems Corrected During Initial Contact With IM / IT Rep (Tier 1 Level)**



**Figure 7.5.6  
Military Off-Duty Post Secondary/Vocational-Technical Program  
Participation Rate**



**Figure 7.5.7  
Vacancy Fill Time**



**7.6** This section summarizes our governance and social responsibility results, which contribute to our overall performance and organizational citizenship. These results reflect our current findings and trends.

**FIGURE 7.6.1**

	FY00	FY01	FY02	FY03
USAG Ethics Violations	0	0	0	0

**FIGURE 7.6.2**

	FY00	FY01	FY02	FY03
IG Case Load	73	31	52	72

**FIGURE 7.6.3**

	FY00	FY01	FY02	FY03
EPA NOV's	0	0	* 1	0
* Resolved and closed on 26 June 2002				

**FIGURE 7.6.4**

	FY00	FY01	FY02	FY03
OSHA Violations	0	0	0	0

**FIGURE 7.6.5**

Excerpt FY03 Employee Climate Survey – Sum of percent of neutral, agree and strongly-agree responses.	
My organization obeys laws and regulations.	85.80%
My organization has high standards and ethics.	79.20%
My organization helps me help my community.	74.90%

**FIGURE 7.6.6**  
**Diversity – Percent USAG Compared to National Data**

	Prof	Admin	Technical	Clerical	Blue Collar	Other
WM-USAG	54.5	51.8	14.5	33.3	88.7	69.9
WM-Nat'l	54.7	42.1	36.1	14.0	77.1	67.6
WF-USAG	36.4	36.6	54.5	47.9	2.8	6.8
WF-Nat'l	30.3	40.4	42.9	63.4	0.6	11.2
BM-USAG	0.0	4.5	7.3	2.1	8.5	13.7
BM-Nat'l	2.4	3.6	3.6	2.8	17.5	9.7
BF-USAG	4.5	4.5	12.7	8.3	0.0	5.5
BF-Nat'l	3.2	5.3	6.6	9.6	1.1	3.2
HM-USAG	0.0	0.9	0.0	0.0	0.0	2.7
HM-Nat'l	2.1	2.6	3.2	1.6	2.2	4.8
HF-USAG	0.0	0.9	5.5	4.2	0.0	0.0
HF-Nat'l	1.4	2.6	3.4	5.2	0.0	1.0
AM-USAG	4.5	0.0	0.0	0.0	0.0	1.4
AM-Nat'l	3.5	1.4	1.9	0.8	0.6	1.2
AF-USAG	0.0	0.9	5.5	2.1	0.0	0.0
AF-Nat'l	1.9	1.4	1.6	1.9	0.0	0.3
AIM-USAG	0.0	0.0	0.0	0.0	0.0	0.0
AIM-Nat'l	0.2	0.3	0.4	0.1	1.1	0.9
AIF-USAG	0.0	0.0	0.0	2.1	0.0	0.0
AIF-Nat'l	0.2	0.3	0.4	0.5	0.0	0.2

Prof = Professional

Nat'l = National Average

WM=White Males

WF=White Females

BM=Black Males

BF=Black Females

HM=Hispanic Males

HF=Hispanic Females

AM=Asian Males

AF=Asian Females

AIM=American Indian Males

AIF=American Indian Females

**Figure 7.6.7**  
**Charitable Contributions**

